



OPERATIONALIZING A LEARNING CULTURE: IMPLEMENTING A LEARNING ORGANIZATION FRAMEWORK IN INDONESIA'S MINISTRY OF FINANCE

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INTRODUCTION

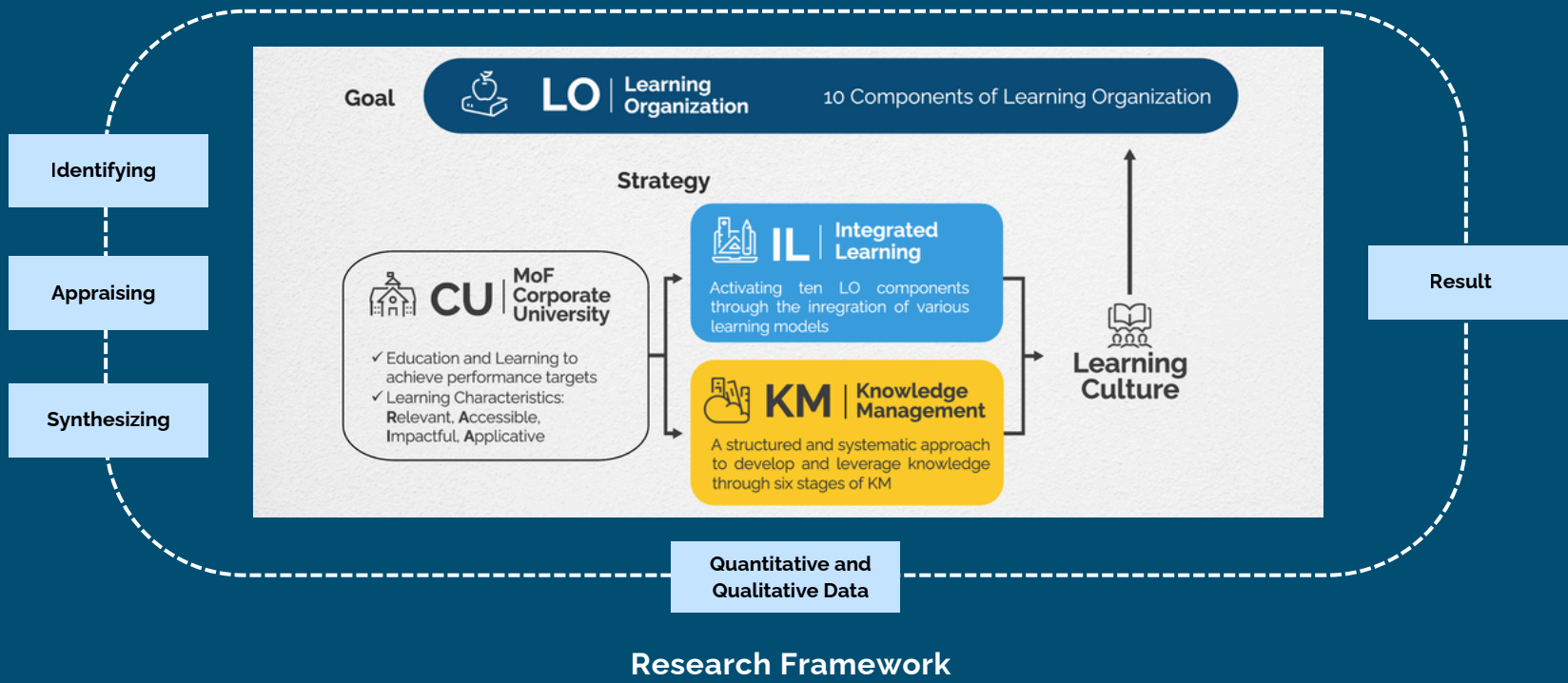
Entering its third phase of bureaucratic reform in 2013, the Indonesian Ministry of Finance (MoF) recognized that effective knowledge management is essential for resilience and change. However, the lack of a systematic approach has led to knowledge loss and inconsistent development policies, highlighting the need for a stronger learning culture.

While most studies have focused on linking learning culture (LC) to performance outcomes, research on how organizational LC evolves—particularly in the public sector—remains underexplored.

Thus, this study aims to examine how MoF operationalizes its learning culture through the implementation of Learning Organization (LO) principles. Specifically, it seeks to analyze the ministry-wide strategies adopted to embed learning practices within organizational activities and assess how MoF's LO framework influences the cultivation of a learning culture throughout the ministry.

METHODOLOGY

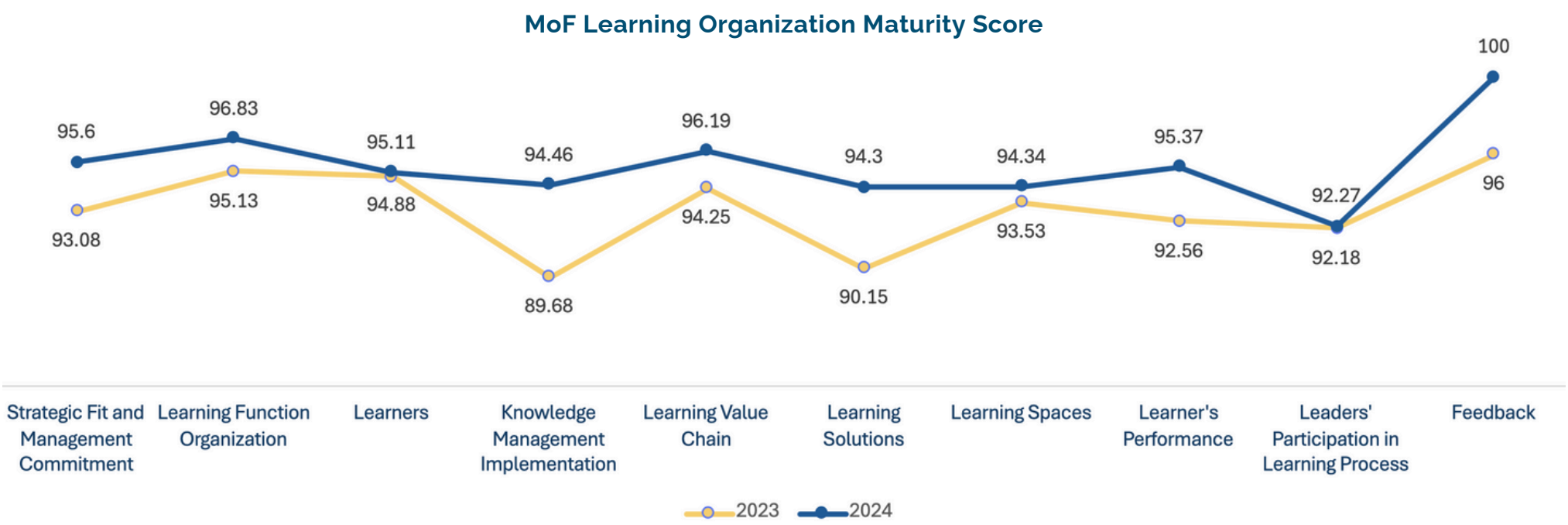
Through document analysis, quantitative and qualitative data from regulations, reports, and executive summaries spanning multiple years were categorized according to specific themes within the existing LO framework. The procedure involved identifying, appraising, and synthesizing documentary evidence that allows authors to pinpoint milestones, highlight key contributors, and explore possibilities for further research.



RESULTS

The findings suggest that:

- The interaction among the ten LO components has been instrumental in fostering the MoF's learning culture.** Higher maturity scores correspond to a strong learning culture, showcasing the effective integration of policies, systems, and HR practices that enhance adaptability and enable sustained change.
- The results highlight the importance of establishing a clear vision, committed leadership, infrastructure investment, and aligning HR policies with organizational goals.** Overall, these results provide valuable insights for applying LO principles in the public sector and offer a practical approach for facilitating learning-driven transformation in complex government organizations.



LIMITATIONS

While the findings are promising, certain limitations exist. Generalization to other institutions is limited by the distinct context of the MoF, while the evolving metrics pose challenges for longitudinal analysis. Future research should consider comparative studies in other entities.

ORIGINALITY

To the best of the author's knowledge, this study is the first to empirically examine how LO initiatives and learning culture are managed in Indonesia's public sector, focusing on ministerial regulations and institutional mechanisms for measuring LO maturity.

KEY TAKEAWAYS

- Vision:** The LO vision is realized through an HR Development blueprint, supporting regulations, and frameworks.
- Leadership Commitment:** Strong leadership commitment is essential for operationalizing a learning culture, evidenced by assessment across the LO components and higher maturity scores.
- HR Alignment:** Aligning Human Resource Management (HRM) policies with employee development initiatives, along with constant communication among ministry units, enhances learning effectiveness.
- Unique Context:** The results are distinctive to the MoF, reflecting its non-profit nature, underlying values, and specific assumptions and beliefs.